

The Retention of Generation Y Employees in Pakistan

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Abstract

The retention of employees belonging to generation Y is a problematic issue. Therefore, this paper aims to investigate how compensation package, working environment, growth opportunities and frequent feedback affect the retention of generation Y employees. The questionnaire used in the study was adapted from the previous literature. The sample size for the study was 250 and the questionnaire was administered to respondents from selected business organizations. The results indicate that working environment, growth opportunities and frequent feedback tend to enhance the retention of generation Y employees. However, no significant association was found between compensation package and the retention of generation Y employees. The findings of the study need to be carefully analyzed in view of its limitations. The data was gathered from a small sample of business organizations operating in Karachi, Pakistan and selected variables were used. Future studies may investigate the retention of generation Y employees by evaluating a larger sample of business organizations in Pakistan.

Keywords: *Compensation package, working environment, growth opportunities, frequent feedback, retention of generation Y employees.*

Introduction

Employee retention is a problematic issue for most organizations. This problem is more severe for employees belonging to generation Y (Luscombe et al., 2013; Lerner et al., 2004). Therefore, the attitude and behavior of generation Y employees have been extensively examined by researchers (Reisenwitz & Iyer, 2009). Generation Y employees commonly known as the millennial generation are also considered as digital natives rather than digital immigrants (Prensky, 2001). Generation Y had been raised in the age of information technology which affects how they live and work (Bolton et al., 2013; Wesner & Miller, 2008).

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Generation Y employees are active users of social media and the internet. They spend time searching for information related to their hobbies and interests on the internet. In addition, they also share their personal experiences on the social media (Reisenwitz & Iyer, 2009).

For a long time, organizations have focused on motivating and retaining their employees. Successful organizations have a highly motivated and satisfied work force. Prior studies have found that generation X employees (baby boomers) are retiring from work and generation Y employees are replacing them in the job market (Bolton et al., 2013). It has been argued that the conventional method of retaining and motivating generation Y employees may not be very effective (Jarvis, 2016). Thus, this study aims to measure the effect of compensation package, working environment, growth opportunities and frequent feedback on the retention of generation Y employees.

Literature Review

Generation Y

Generation Y is also known as millennials (Pereira, Malik, Howe-Walsh, Munjal & Hirekhan, 2017). There is some debate on the starting date of this generation. Some researchers have claimed that generation Y consists of individuals born between 1977 and 1988 (Kultalahti & Liisa-Viitala, 2014). Others suggest that generation Y constitutes the population that was born between 1980 and 1995 (Pereira et al., 2017). Therefore, generation Y is considered to be the biggest generation after generation X (baby boomers). Prior studies have found that generation Y employees have different characteristics than generation X employees. For example, generation Y employees have a large proportion of single-parents (approximately 25%) and about 75% are working mothers (Tulgan, 2009). In addition, generation Y employees extensively use new communication technologies to remain connected with friends and relatives (Jerome, Scales, Whithem & Quain, 2014). They also prefer working in teams rather than individually (Tubey, Kurgat & Rotich, 2015).

The use of information technology by generation Y employees have made them more socially active than generation X employees (Kultalahti & Liisa-Viitala, 2014). In addition, generation Y employees tend to guide their parents and relatives about using information technology (Coates, 2017). Moreover, generation Y employees are more conscious about interacting with people on the social media (Fok & Yeung, 2016). Past research suggests that generation Y employees tend to be more active in sharing their views and experiences on the social media (Malik & Khera, 2014). Wong et al., (2008) argues that generation Y employees believe that there is more to life than work. Therefore, they tend to prefer jobs which allow them to spend more time with family and friends (Brown, Thomas & Bosselman, 2015). Wiedmer (2015) found that generation Y employees tend to dislike coercive and dominating

attitude from peers and superiors. On the contrary, they appreciate mentoring and positive reinforcement (Fok & Yeung, 2016). Tubey et al., (2015) claim that generation Y employees are more likely to switch to a new job if they are dissatisfied with their work. Job hopping is also very common in this generation. Generation Y employees give more importance to their social life and less to their careers (Reisenwitz & Iyer, 2009). Despite these drawbacks, generation Y employees have some positive traits. For example, they are well-versed with modern technology and finding innovative solutions to technology related problems (Fok & Yeung, 2016). In addition, generation Y employees are hardworking, resourceful and capable of multitasking (Pereira et al., 2017).

Job Retention

Retaining skilled and motivated employees is a challenge for most organizations (Kultalahti & Liisa-Viitala, 2014). Prior studies have found that there is a shortage of highly skilled employees with the required knowledge and abilities to perform complex tasks (Jalil, Achan, Mojolou & Rozaimie, 2015). Organizations that are unable to retain skilled and motivated employees will be left with less qualified and demotivated employees. This will adversely affect organizational performance (Rappaport, Bancroft & Okum, 2003). Many researchers have examined the factors that drive employees to switch their jobs. On the contrary, few studies have examined the factors that compel employees to stay with an organization (Griffeth, Hom & Gaertner, 2000). Employee retention is a critical aspect for an organization and it requires "the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining, and utilizing people with the required skills and aptitude to meet current and future business needs" (Lockwood, 2006, p. 2). Prior studies suggest that organizations provide training and career development opportunities to employees to enhance employee retention (Jeong, Lee & Nagesvaran, 2016). It is believed that training and development programs should be tailored for all employees that are important for the long term success of an organization (Rappaport, Bancroft & Okum, 2003). Bencsik, Horváth-Csikós & Juhász (2016) found that there are different reasons for job switching at different managerial levels. Thus, organizations must avoid developing standard retention policies. The retention policy must be attractive to the high achiever and less attractive to the low achiever (Coates, 2017).

Hypothesis Development

Compensation Package and the Retention of Generation Y Employees

A compensation package consists of monetary rewards such as salary and benefits. Generation Y employees tend to stay in firms that offer a good salary and other benefits (Phillips & Roper, 2009). Thus, a compensation package is an important aspect for motivating

and retaining employees. A good fit approach towards the compensation package rewards performance that corresponds to an organization's strategy (Jensen, McMullen & Stark, 2007). In the good fit approach, employee compensation is based on how the employee meets the required competencies. Traditionally, the good fit approach had been popular as it manages employee behavior by rewarding high achievers (Kilber, Barclay & Ohmer, 2014). Jensen, McMullen & Stark (2007) argue that the good fit approach could also be used for increasing the retention of generation Y employees. Prior studies have found that creativity and teamwork are important values for generation Y employees. Therefore, organizations can enhance employee satisfaction and retention by supporting these values (Ferri-Reed, 2014). In addition, a good balance between salary and benefits are important for the retention of employees (Jensen, McMullen & Stark, 2007). Bolton et al., (2013) suggests that a customized compensation package is more suitable than a standardized compensation package for enhancing employee performance. In a customized compensation package, an employee is allowed to make a choice between non-monetary benefits and salary within a prescribed range (Eisner, 2005). Past studies have found that a customized compensation package is more effective for retention of generation Y employees (Kilber, Barclay & Ohmer, 2014). For a customized compensation package, an organization will be required to monetize all the available rewards with a ceiling at each level. It has been observed that employees tend to prefer larger salaries and avoid opting for medical insurance and provident fund facilities offered by organizations (Jalil, Achan, Mojolou & Rozaimi, 2015). Therefore, it is important for an organization to inform its employees about the long-term consequences of their choice (Bolton et al., 2013). Prior studies have found a positive correlation between pay for performance and retention of generation Y employees (Brown, Thomas & Bosselman, 2015; Kim, Knight & Crutsinger, 2009). Pay for performance schemes reward employees with higher compensation for achieving higher performance goals (Kilber, Barclay & Ohmer, 2014).

H1: Compensation package has a positive effect on the retention of generation Y employees.

Working Environment and the Retention of Generation Y Employees

Generation Y employees prefer to stay with organizations that provide a good working environment (Du-Plessis, Barkhuizen, Stanz & Schutte, 2015). A good working environment comprises of the physical and social environment (Williams & Turnbull, 2015). A good physical environment includes the open space, lighting, furniture design and ambience of the workplace (Bencsik, Horváth-Csikós & Juhász, 2016). Gupta & Kristensen (2008) found that the physical environment has a positive influence on employees physical and psychological well-being. A physical environment that is regularly maintained will prevent occupational injuries at the work place (Gupta & Kristensen, 2008). It has been argued that organizations that seek regular feedback on the physical environment from their employees

are able to provide superior facilities (Zeiss, 2004).

The social environment at the workplace also affects employee performance and retention (Jensen, McMullen & Stark, 2007). Social environment includes the work load of the employee and management attitude (Zeiss, 2004). Prior studies have found that generation Y employees prefer an open and relaxed social environment. It is also important for this generation to be recognized by their colleagues and managers. Generation Y employees also give importance to the greetings by team members and also appreciate being wished on birthdays and anniversaries (Kaye & Jordan-Evans, 2002). Moreover, generation Y employees also prefer a social environment in which they are allowed to have work freedom. That is, they are allowed to solve problems independently with least interference from superiors (Zeiss, 2004). The measurement of a social environment is difficult. Therefore, it has been suggested that managers should also assess employees' social requirements (Zeiss, 2004). Employee feedback can also be taken through focus group discussions (Kaye & Jordan-Evans, 2002). Managers also need to prioritize the factors affecting the social environment among other organizational goals.

In general, generation Y employees are also concerned about work-life-balance. Work-life-balance is perceived differently by different individuals. Therefore, it has been suggested that organizations must develop customized solutions to unique problems (Ozcelik & Findikli, 2014). In addition, generation Y employees prefer flexible work schedules. However, managers must ensure that flexible working schedules are accepted within the organization, otherwise, it will lead to stress and conflict (Kaye & Jordan-Evans, 2002; Jensen, McMullen & Stark, 2007). A flexible working schedule is not limited to working hours but also includes working from home and other locations (Kaye & Jordan-Evans, 2002).

H2: Working environment has a positive effect on the retention of generation Y employees.

Growth Opportunities and the Retention of Generation Y Employees

Generation Y employees prefer jobs that offer personal and professional growth (Martin & Tulgan, 2001). Prior studies have found that generation Y employees tend to stay in a job for about two years and then switch to other avenues (Martin & Tulgan, 2001). It is also argued that generation Y employees are likely to be more loyal to their careers rather than the organization (Karade, Gankar & Bhagwat, 2015). Therefore, they are concerned about training and development opportunities and growth prospects within the organization (Martin & Tulgan, 2001). Thus, organizations that fail to provide growth opportunities to generation Y employees are likely to have a high employee turnover (Macky et al., 2008). It has been observed that generation Y employees are career-oriented but tend not to have a clear career plan (Kim, Knight & Crutsinger, 2009). Thus, organizations should provide

generation Y employees career counseling for improving employee retention (Lowe et al., 2008).

Prior studies have suggested a five step procedure for retaining generation Y employees (Tulgan, 2009; Solnet & Hood, 2008; Lowe et al., 2008). First, organizations should learn about employee skills and abilities and how they can be further developed. Second, organizations should provide feedback to employees. Third, managers should discuss growth opportunities present in the organization with employees. Fourth, managers should discuss career opportunities available to employees. Last, managers should inform employees about the competencies and skills required for growth (Solnet & Hood, 2008; Lowe et al., 2008).

H3: Growth opportunities has a positive effect on the retention of generation Y employees.

Frequent Feedback and the Retention of Generation Y Employees

Frequent feedback for development, motivation and retention of employees is important (Jensen, McMullen & Stark, 2007). Past studies have found that generation Y employees expect more frequent feedback (Karade et al., 2015). Generation Y employees tend to use information technology and social media extensively for job seeking and communication purposes (Ferri-Reed, 2014). Therefore, they use modern communication technologies for sending and receiving feedback. Employee feedback is not restricted to formal annual appraisal and may be given in informal and social meetings (Martin & Tulgan, 2001). Prior research suggests that generation Y employees expect greater informal interaction for feedback purposes (Eisner, 2005). The aim of providing feedback to employees is to recognize their performance and motivate them (Jensen, McMullen & Stark, 2007). However, employee feedback should be provided in a constructive and candid manner. Otherwise, feedback will fail to motivate and retain employees (Ferri-Reed, 2014).

Generation Y employees are also keen to provide feedback to subordinates as well as superiors (Karade et al., 2015). Thus, organizations should strive to create an open culture where employees are free to share their views and provide feedback to the management. Such a culture will promote a healthy work environment and enhance employee retention (Lowe, Levitt & Wilson, 2008). Wiedmer (2015) suggests that managers should spend time with employees and discuss the issues faced by them. This approach helps managers to collect suggestions and give feedback (Winter & Jackson, 2016). Some studies have found that the practice tends to increase employee motivation and retention (Kong, Wang & Fu, 2015). A 360-degree feedback approach is generally preferred by generation Y employees for enhancing motivation and retention (Martin, 2005).

H4: Frequent feedback has a positive effect on the retention of generation Y employees.

Conceptual Framework

Based on the above discussion a conceptual framework has been developed. The conceptual framework is presented in Figure 1.

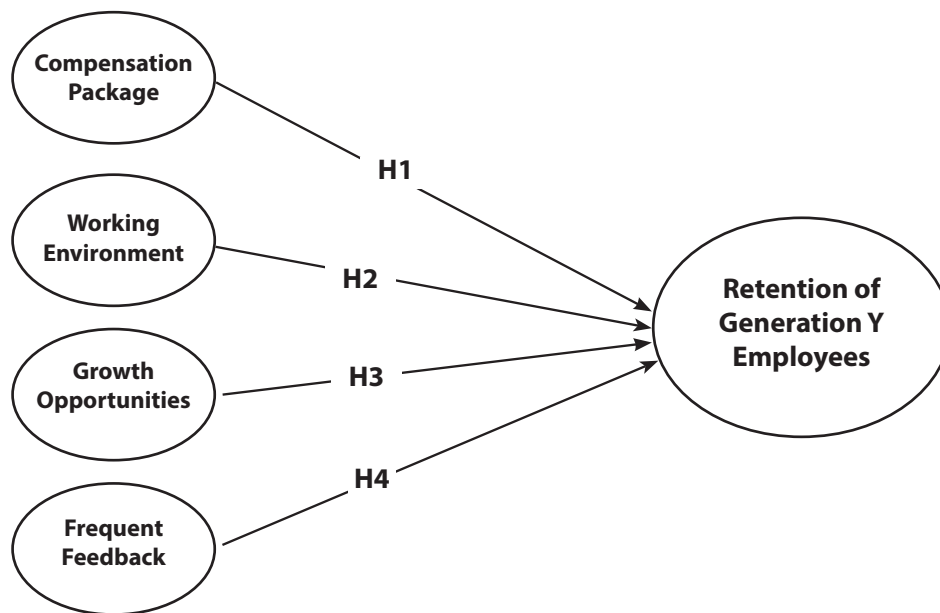


Figure 1: Conceptual Framework

Methodology

Participants and Design

The data was gathered through questionnaires distributed by visiting various business organizations. A total of 275 questionnaires were distributed which generated a useable sample of 250 respondents. As the scope of the study was restricted to generation Y employees, therefore, the questionnaires were distributed to employees born between the year 1980 and 1985. The sample comprises of data from business organizations which includes Mason consultants, 360 training.com, Agha Khan University Hospital, KASBIT, Skynet, Zong, Saeeda Communication and Amantech. The total respondents include 45% males and 55% females. In addition, 60% of the respondents were married and 40% were single. The education level of the respondents varied between matriculation and master's

degree, i.e. 10% had completed matriculation, 30% had an intermediate qualification, 45% had a bachelor's degree and 15% had a master's degree.

Measures and Scales

The questionnaire for the study includes five constructs adapted from the literature. The constructs include retention of generation Y employees, frequent feedback, working environment, compensation package and growth opportunities. Retention of generation Y employees was measured through an 18 items retention scale (Broadbridge, Maxwell & Ogden, 2009); frequent feedback was measured through a 3 items feedback scale (Talentlyft, 2017); working environment was measured through a 22 items working environment scale (Astro, 2017); compensation package was measured through a 19 items compensation package scale (Davidmaister, 2016) and growth opportunities through a 6 items opportunities scale (State Service Commission, 2017). All the questions in the questionnaire were based on the five point Likert scale, where five indicates strongly agree and one indicates strongly disagree.

Results

Preliminary Statistical Analysis

Prior to multiple regression analysis, preliminary statistical analysis was performed. The preliminary analysis suggest that the skewness and kurtosis values for all the constructs lie within the required range of ± 3.5 . This implies that there is no violation of uni-variate normality (Hair Jr., et al., 2015). Additionally, each pair of correlations was between 0.35 and 0.60. Therefore, there was no issue related to multi-collinearity. Moreover, the internal consistency of the constructs was assessed through Cronbach's alpha. The results suggest acceptable internal consistency as all the Cronbach's alpha values were greater than 0.70 (Hair Jr., et al., 2015).

Multiple Regression Analysis

Multiple regression analysis was used to examine the effect of compensation package, working environment, growth opportunities and frequent feedback on the retention of generation Y employees. The results are presented in Table 1.

Table 1: Multiple Regression Results

	Unstandardized		Standardized		T	Sig.
	Coefficients β	Std. Error	Coefficients β			
(Constant)	.841	.261			3.220	.001
Compensation Package	-.009	.064	-.008		-.139	.889
Working Environment	.238	.046	.293		5.176	.000
Growth Opportunities	.224	.048	.283		4.627	.000
Frequent Feedback	.230	.062	.218		3.723	.000

DV: Retention of generation Y employees ($R^2=0.335$ Adjusted $R^2=0.325$, $F=30.909$, $p<0.05$)

The regression results show that the predictors (i.e. frequent feedback, working environment, compensation package and growth opportunities) aggregately explain 32.50% of the variance in the dependent variable (Adjusted $R^2=.325$, $F= 30.909$, $p<.05$). It was also found that working environment ($\beta = .293$, $p<.05$), growth opportunities ($\beta = .283$, $p<.05$) and frequent feedback ($\beta = .218$, $p<.05$) have a significant influence on the retention of generation Y employees. However, compensation package ($\beta = -.008$, $p>.05$) remained insignificant in our estimation.

Discussion

The relevance of the results with the earlier literature is discussed in the following sections.

Compensation Package and the Retention of Generation Y Employees

The results of the study suggest that compensation package did not have a significant effect on the retention of generation Y employees. The results are presented in Table 1. Thus, we did not find support for the first hypothesis. The finding is broadly inconsistent with the previous literature which documents a positive effect of compensation package on employee retention.

Generation Y employees tend to stay in firms that offer a good salary and other benefits (Martin, 2005). Thus, compensation package is an important aspect for motivating and retaining employees. A good fit approach towards compensation package rewards performance that corresponds to an organization's strategy (Jensen, McMullen & Stark, 2007). Traditionally, the good fit approach has been popular as it manages employee behavior by rewarding high achievers (Martin, 2005). Jensen, McMullen & Stark (2007) argue

that the good fit approach could also be used for increasing the retention of generation Y employees. Prior studies have found that creativity and teamwork are important values for generation Y employees. Therefore, organizations can enhance employee satisfaction and retention by supporting these values (Ferri-Reed, 2014). In addition, a good balance between salary and benefits is important for the retention of employees (Jensen, McMullen & Stark, 2007). Bolton et al., (2013) suggest that a customized compensation package is more suitable than a standardized compensation package. Past studies have found that a customized compensation package is more effective for the retention of generation Y employees. For a customized compensation package, an organization will be required to monetize all the available rewards with a ceiling at each level. A positive correlation between pay for performance and retention of generation Y employees has been observed (Du-Plessis, Barkhuizen, Stanz & Schutte, 2015, Kong, Wang & Fu, 2015). Pay for performance schemes reward employees with higher compensation for achieving higher performance goals (Ren, Xie, Zhu & Warner, 2018).

Working Environment and the Retention of Generation Y Employees

The results of the study suggest that the working environment has a positive and statistically significant effect on the retention of generation Y employees, holding other factors constant. The results are presented in Table 1. Thus, we find support for the second hypothesis. The finding is also consistent with the previous literature. Generation Y employees prefer to stay with organizations that provide a good working environment (Naim & Lenka, 2018). A good working environment comprises of the physical and social environment (Williams & Turnbull, 2015). Gupta & Kristensen (2008) found that the physical environment has a positive influence on an employee's physical and psychological well-being. A physical environment that is regularly maintained will prevent occupational injuries at the work place (Naim & Lenka, 2018). It has been argued that organizations that seek regular feedback on the physical environment from their employees are able to provide superior facilities (Naim & Lenka, 2018).

The social environment at the workplace also affects employee performance and retention (Jensen, McMullen & Stark, 2007). Social environment includes the work load of an employee and management attitude (Naim & Lenka, 2018). Prior studies have found that generation Y employees prefer an open and relaxed social environment. It is also important for this generation to be recognized by their colleagues and managers. Generation Y employees also give importance to the greetings by team members and appreciate being wished on birthdays and anniversaries (Kaye & Jordan-Evans, 2002). Moreover, generation Y employees prefer a social environment in which they are allowed to have work freedom. That is, they are allowed to solve problems independently with less interference from superiors (Zeiss, 2004). The measurement of a social environment is difficult. Therefore, it

has been suggested that managers should assess employees' social requirements (Zeiss, 2004). Employee feedback can also be taken through focus group discussions (Lowe, Levitt & Wilson, 2008). Managers also need to prioritize the factors affecting social environment among other organizational goals.

In general, generation Y employees are also concerned about work-life balance. Work-life balance is perceived differently by different individuals. Therefore, it has been suggested that organizations must develop customized solutions to solve unique problems (Naim & Lenka, 2018). Generation Y employees prefer flexible work schedules. However, managers must ensure that flexible work schedules are accepted within the organization, otherwise, it will lead to stress and conflict (Kaye & Jordan-Evans, 2002; Jensen, McMullen & Stark, 2007). A flexible working schedule is not limited to choosing working hours but also includes working from home and other locations (Kaye & Jordan-Evans, 2002).

Growth Opportunities and the Retention of Generation Y Employees

The results of the study suggest that growth opportunities have a positive and significant effect on the retention of generation Y employees, holding other factors constant. The results are presented in Table 1. Thus, our results support the third hypothesis. The finding is also consistent with the previous literature. Generation Y employees prefer jobs that offer personal and professional growth (Martin & Tulgan, 2001; Winter & Jackson, 2016). Prior studies have found that generation Y employees tend to stay in a job for about two years and then switch to other avenues (Naim & Lanka, 2018). It is also argued that generation Y employees are likely to be more loyal to their careers rather than an organization (Winter & Jackson, 2016). Therefore, they are concerned about training and development opportunities and growth prospects within the organization (Martin & Tulgan, 2001). Thus, organizations that fail to provide growth opportunities to generation Y employees are likely to have a high employee turnover (Lowe et al., 2008). It has been observed that generation Y employees are career-oriented but tend not to have a clear career plan (Rentz, 2015). Thus, organizations should provide generation Y employees career counseling for improving employee retention (Martin & Tulgan, 2001).

Frequent Feedback and the Retention of Generation Y Employees

The results of the study suggest that frequent feedback has a positive and statistically significant effect on the retention of generation Y employees, holding other factors constant. The results are presented in Table 1. Thus, our results support the fourth hypothesis. The finding is also consistent with the previous literature. Frequent feedback for development, motivation and retention of employees is important. Prior studies have found that generation Y employees expect frequent feedback. Generation Y employees tend to use information technology and social media extensively for job seeking and communication

purposes (Ren, Xie, Zhu & Warner, 2018). Therefore, they also use modern communication technologies for sending and receiving feedback. Employee feedback is not restricted to formal annual appraisal and may be given in informal and social meetings (Martin & Tulgan, 2001). Prior studies have found that generation Y expects greater informal interaction for feedback purposes (Lewis, 2015). The aim of providing feedback to an employee is to recognize their performance and motivate them (Jensen, McMullen & Stark, 2007). However, employee feedback should be provided in a constructive and candid manner. Otherwise, feedback will fail to motivate and retain employees (Bolton et al., 2013).

Generation Y employees are also keen to provide feedback to subordinates as well as superiors (Jerome, Scales, Whithem & Quain, 2014). Thus, organizations should strive to create an open culture where employees are free to share their views and provide feedback to the management. Such a culture will promote a healthy working environment and enhance employee retention (Rentz, 2015). Lewis (2015) suggests that managers should spend time with employees and discuss issues faced by them. This approach helps managers to collect suggestions and give feedback (Jarvis, 2016). Several studies have found that the practice tends to increase employee motivation and retention (Coates, 2017). A 360-degree feedback approach is generally preferred by generation Y employees for enhancing motivation and retention (Jerome, Scales, Whithem & Quain, 2014).

Conclusion

This paper has examined the effect of frequent feedback, working environment, compensation package and growth opportunities on the retention of generation Y employees. Our results indicate that generation Y employees give high importance to the working environment, growth opportunities and frequent feedback. Contrary to earlier studies, we did not find a significant effect of compensation package on the retention of generation Y employees. The study has several implications. First, managers should concentrate in developing a customized compensation package for generation Y employees. Second, managers should also focus on designing customized flexible working hours for employees. Third, adequate training and development and career counselling should be provided to employees. Organizations should provide frequent feedback to employees for improving the retention rate. The findings of the study need to be carefully analyzed in view of its limitations. The data was gathered from a small sample of business organizations operating in Karachi, Pakistan and selected variables were used. Future studies may investigate the retention of generation Y employees by evaluating a larger sample of business organizations in Pakistan.

Annexure 1

Constructs and Items in the Questionnaire

Retention of Generation Y

1. I am determined to succeed
2. Meeting personal goal is important to me
3. Good compensation and package is important for me
4. I prefer those firms that offer opportunities for growth and development
5. I prefer those firms that have positive culture
6. I prefer those firms that have clear career goals
7. I prefer those firms that have well defined promotion policies
8. I prefer those firms that offer good work-life balance
9. I prefer those firms that take personal responsibilities for my career development
10. I prefer those firms that provide challenge work
11. I prefer those firms that offers upward promotion
12. I feel like I am able to reach my full potential at [company name]
13. I feel comfortable working with my teammates
14. I have a clear understanding about my career path and promotion plan
15. I am happy with my career path and promotion plan
16. I would apply for this job again
17. I like going to work
18. I can see myself working here in a year

Frequent Feedback

1. I feel like I always get feedback
2. I feel like my feedback is value
3. I feel like my work is valued

Growth Opportunities

1. I am prepared to move to another geographical area to develop my career
2. I feel I have already achieved all I want to achieve in my career
3. I see my current position as a training ground for my next career move within my current organization
4. I want to work in a higher-level position I want to become an expert in my field
5. I am prepared to move into another work area to develop my career

6. I am prepared to move to another sector to develop my career

Working Environment

1. The department has a clear division of responsibilities
2. Duties are equally divided between co-workers
3. There are no cases of harassment or bullying.
4. Equality issues are handled in a good way.
5. My nearest superior respects the co-worker's opinions.
6. I get the information I need to fulfill my duties.
7. I feel I am involved in the decisions made at my department.
8. I want to be involved actively in developing and improving the working environment at my department.
9. We do enough to change things that aren't good.
10. We have a clear plan of action for the department
11. We collaborate well between different research groups.
12. We regularly discuss the department's future course.
13. I enjoy my working place.
14. We follow up and evaluate results in a way that improves the overall work of the department
15. We collaborate well within my research group.
16. Everyone is treated fairly and with respect
17. We can freely state our opinions.
18. I am satisfied with the way I am treated.
19. I consciously try to treat others with respect.
20. We have a good working environment.
21. I have had meetings with my closest superior about my personal development at the department.
22. I regularly take part in staff meetings.

Compensation Package

1. The compensation-setting group is thorough in collecting performance information
2. There is sufficient recognition of performance differentials in compensation
3. There is too much recognition of performance differentials in compensation
4. I understand what factors affect compensation

5. I have the power to control the factors that influence my compensation
 6. The level of prior consultation prior to partner compensation decisions is satisfactory
 7. In general, I understand why I get what I get
 8. The right people get rewarded around here
 9. Different groups are treated appropriately
 10. There is too much reliance on seniority
 11. I know what I must do to earn higher compensation
 12. The right people determine compensation
 13. Our current system is satisfactory
 14. There is currently enough incentive for bringing in new clients
 15. There is currently enough incentive to market to existing clients
 16. The compensation system is fair
 17. The range of high-to-low compensation is too great
 18. The range of high-to-low compensation is too small
 19. If I were at a competitor, I would be earning at least 10 percent more
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